

6. DOTMLPF⁷³

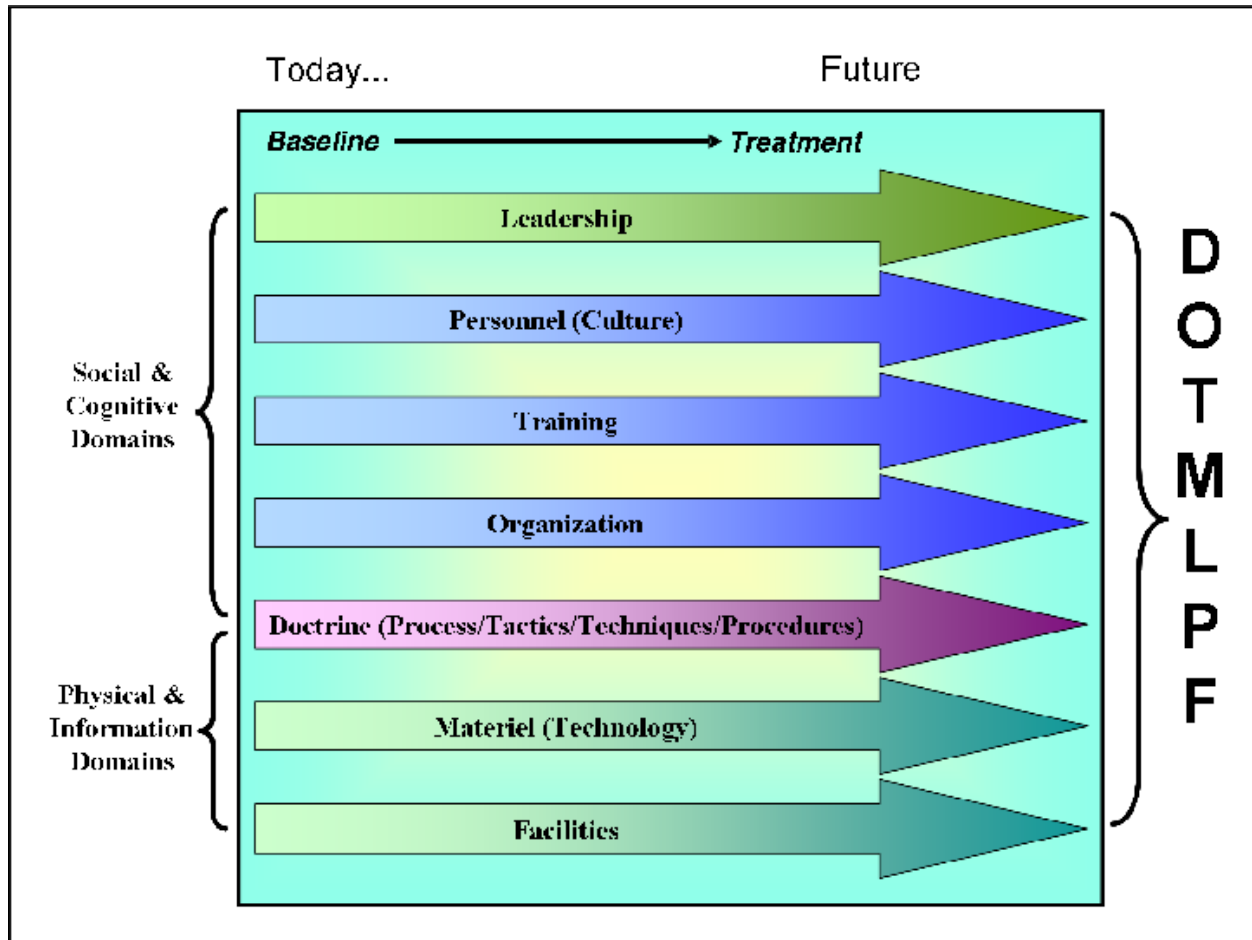


Figure 29. DOTMLPF

If the capabilities of NCW are to be realized, comprehensive change is needed across the DOTMLPF. First, change must occur in the physical and information domains. New communications, weapons, and other supporting infrastructure and information systems must be developed. Information Age technologies developed in the private sector and in conjunction with the military must be rapidly integrated into our force structures. Second, change must occur in the social and cognitive domains. This entails changing the ways people, organizations, and their processes interact. It requires new ways of selecting, training, and educating warfighters, and it depends on the ability to overcome traditional obstacles to information sharing and collaboration. It requires that trust and confidence be fostered amongst a variety of people from diverse backgrounds (functions and services). Breaking down existing stovepipes becomes an imperative within the Army for systems that limit information share-ability between functions. Breaking down barriers that limit collaboration and interoperability between the Army and the other services is equally imperative.

6.1 Social and Cognitive Domains

Leader Development.

1. Continue to develop adaptive and innovative leaders who are comfortable with broad mission type orders and working within the commander's intent: a "cavalry" mentality.
2. Develop leaders who are comfortable in the information environment and do not feel the need to micromanage.
3. Require that leaders be familiarized with and operate information systems throughout their career to develop the level of comfort and knowledge required to leverage the most from the available information systems. This requires both institutional (schoolhouse curricula and distributed education self-development programs) and organizational training.
4. Develop leaders who are comfortable operating in a continuous parallel planning process versus the continuous sequential planning process. This requires a type of "benevolent hierarchy" where leaders operating at varying levels of command and staff are freely sharing information and working more in a collegial type environment to accomplish the commander's intent.

Personnel.

1. Officer and enlisted personnel management systems need to recognize and codify the new skill sets. Perhaps now is the time to develop and codify the multi-functional staff officer. Enlisted soldiers working in command posts with information systems should be skill identified and further utilized in that type of assignments.
2. The current arrangement of having information management officers (IMOs) only responsible for information systems and the signal officers only responsible for the connectivity and connectivity systems should be more closely linked.
3. Cultural change may be required to break down information sharing barriers and create an environment that better encourages information sharing. Staffs at all levels must be quicker and more flexible in order to provide an adequate response to the rapid evolution of the commanders' intent based on the speed of operations and the improvement in shared situational awareness. A hierarchical and directive model will not suffice. The goal should be a professional, collegial atmosphere that emphasizes the rapid interchange of information rather than a send-receive-respond method of implementing the commander's intent.

Training. Success on the battlefield is a reflection of tough, realistic training of soldiers and units. The entry price requires familiarity with and confidence in the team itself as well as weapons and/or weapons systems, tactics, techniques, and procedures—all the result of training and exercising. This requirement for training and exercising is the same for preparing units and individuals to exploit all available relevant information in an information rich environment.

Organization.

1. Command posts, especially those at upper echelons, must have a plan to train and integrate augmentees into the organization.
2. The organization of command posts requires flexibility and must support a degree of “ad hoc-ness” to quickly adjust processes and structural design to maximize the sharing of information and increased collaboration in varying situations.

6.2 Physical and Information Domains

Doctrine (Process/Tactics/Techniques/Procedures). Doctrine needs to stress C2 as well as force agility and innovation when adapting to changes in the speed and precision of information and improved knowledge access.

Materiel.

1. Develop and field a collaborative tool for the tactical level.
2. Develop C2 systems that can track entities across the BOS and the joint spectrum.
3. Develop a combination of line-of-sight and over-the-horizon systems providing connectivity down to the lowest tactical level.
4. Develop and field a command and control vehicle (C2V) with on-the-move capabilities down to the battalion level.

Facilities. Develop simulators for schools and organizations to familiarize and train leaders (from junior to senior level) with information systems—a type of “conduct of fire trainer” for information systems.